

Looking to the Future



Our Strategy
2011-14

With major reforms underway and pressure to save money, these are challenging times for all NHS organisations. But despite these challenges, together with King's Health Partners, we have clear plans in place that give us a firm foundation for the future. Everything King's does over the next three years will focus on:

1. Quality

Safe, kind and effective care

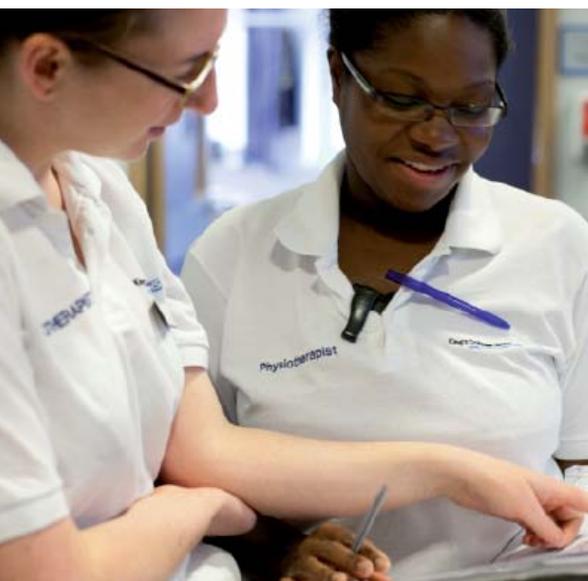
2. Finance and efficiency

A more efficient and consistent hospital

3. Leading change across the system

Working as King's Health Partners and with others to improve services for our local community and beyond

Quality



Improving the quality of patient care is our first priority – safer, more effective and patient-centred care.

This starts by ensuring patients are safe at King's: from the moment they enter the hospital to when they leave. We take a zero tolerance approach to infection control, providing all the support we can to front-line teams but also holding them to account. In addition, we will focus on other major safety issues, such as improving medication safety and care in the hospital at night.

We will continue to make the care we provide more effective. For the year ahead we have identified two specific areas we would like to focus on: diabetes and end-of-life care. We will step up our investment in research

with the opening of a new Clinical Research Facility at Denmark Hill – turning more innovations into new treatments for our diverse patient population.

We also want to do all we can to improve patient experience at King's. This means listening to and acting on patients' real concerns, such as how we talk to them, how clean the hospital is and the quality of food.

We want staff to have all the tools they need to deliver the best quality of care to our patients. So we are making sure we have the right people, in the right roles, with the right skills. Through “Ward 2020” we will ensure nurses and other ward staff are supported in making the changes they need to deliver safe, kind and effective care.

Finally, from this year we have been designated the lead provider of core medical training across South London. As a major teaching hospital, we already train hundreds of doctors and nurses each year; this designation is recognition of the high standards we offer and expect from our staff.

Finance and efficiency

The wider economic situation means that the NHS is facing more financial difficulties than it has for many years. Everyone in the hospital played their part last year in helping us to achieve our savings targets. The period ahead will require a similar team effort.

For this year we will need to save £1 million each week. So we will need to maintain existing cost controls in areas such as agency staffing. We must also look at becoming more efficient in specific areas such as theatres and outpatient clinics. We will also be looking to improve our own productivity, for example, by better job planning and rota arrangements.

In addition, we aim to increase the income that we generate from non-NHS sources, and make savings by working better together as King’s Health Partners. The more successful we are at this, the more we have to invest in priorities for improving the hospital estate, which includes redeveloping the Emergency Department and our maternity wards, extending our critical care facilities, developing new women’s services on Windsor Walk and building new capacity for specialties such as bone marrow transplantation.

Ensuring the hospital runs smoothly and consistently is crucial for quality and for our finances. To better manage capacity in the hospital we will always ask ourselves the question: is it in the patient’s best interest for this service to be provided at King’s? Alongside this we will do more to separate planned and emergency care, for example, by setting aside more elective beds for our specialties.

At each stage of the journey through the hospital we will do all we can to ensure our patients’ stay is as short as necessary - the ‘safer, faster hospital’. This means avoiding inappropriate admissions altogether and improving the flow of patients through the hospital, by ensuring people do not wait too long for tests and by helping them to return home as quickly as possible.

Underpinning our focus on quality and efficiency is our move towards becoming a paperless hospital: this includes electronic prescribing of drugs, check-in kiosks in outpatient clinics, emailing letters to GPs and texting patients about appointments. The King’s Transformation programme will help us to keep a focus on these and other priorities.



Leading change across the system

Changes to healthcare mean that it's no longer enough just to think about the care we provide within our hospital walls. Successful hospitals of the future will be those that work with others to find new ways of caring for patients. So increasingly we need to think about the role we play in the wider system: locally, regionally and nationally.



This starts by thinking about how we work inclusively with the local community. We will strengthen our governance so that our local population has a greater say in how the hospital is run. By offering opportunities for the community to get involved we will double the number of volunteers in the hospital over the next year. It also means working more effectively for the community. We will develop new partnerships with primary, community and social care – for instance, working with local GPs to improve how non-emergency care is dealt with. And across Lambeth and Southwark we will provide more integrated care which will transform how we look after older people and those with long-term conditions.

Regionally and nationally, we will look to lead networks of care where we have particular expertise. This will include developing the trauma and stroke networks we lead. This will also involve extending our role in our major specialties, such as neurosciences, haematology, cardiac and liver services, where we believe it will improve care for patients.

Our role in King's Health Partners will be fundamental to achieving these goals, by making the most of our combined strengths. In particular, we will look to bring together services where this can raise quality, as we are doing with vascular and bone marrow transplant services. We will do more to meet people's mental and physical care needs – like the assessments we are trialling for depression and anxiety in some outpatient clinics. And we will look to excel as an academic partnership through our Biomedical Research Centres.

So King's can look forward to a challenging period ahead, but also many exciting opportunities. To achieve our goals we need everyone to commit to and live the King's Values on a daily basis. And we need everyone to contribute: so throughout the year we will listen and talk to staff, encouraging ideas, participation and comments.